



How transforming workforce helped local authority deliver an outcomes-focused digital TEC service



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Haringey is a vibrant community of more than 250,000 residents, living across 19 wards in North London. The borough has extreme contrasts, with areas in the west among the most prosperous in the UK and others in the east among the most deprived.

The council's vision is a Haringey where strong families, strong networks and strong communities nurture all residents to live well and achieve their potential. A central driver here is investment in preventative initiatives, something that led the council to transform their inhouse assistive technology service into a brand new digital care offer.

Transforming Challenges

TEC Services Association was brought in to support this transformation.

In 2020, TSA consultancy and advisory services began working with Haringey Council to rebuild the assistive technology service in terms of resources, structure and solutions. The goal was to ensure its 3,500 customers and the wider public were supported through enabling technology to the very highest standards.

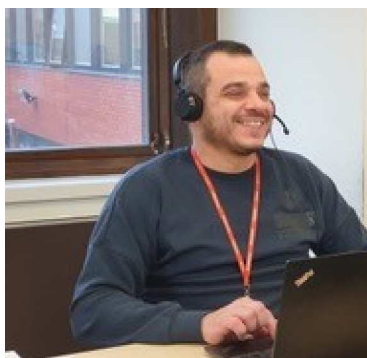
Transformation project lead, Caroline Humphrey explains more. "The challenges we face are the same as many local authorities. We have increasing demand for adult social care, and we want people to have the best outcomes. It's about utilising all the tools that are available. We've moved into a digital age, and we need to take full advantage of all the digital opportunities out there."

Coordinated approach

Council leaders knew that the right infrastructure had to be put in place, including policies, skills and equipment. With TSA's help, they pulled together a range of existing care programmes, including the community alarm service and developed a coordinated approach to transformation.

Mindset change was key, both amongst Haringey Council's staff and also the individuals and families it supports. "We wanted to make technology integral to our care services rather than an add-on," comments Caroline Humphrey.

"Our aim was to get people to switch to a more aspirational way of thinking about digital care. We wanted our professionals to think about the technology that would make a difference to the people they support, and we wanted service users to think about the solutions that would improve their lives. We didn't want anyone to be restricted."



Workforce expertise

TSA's Workforce Development Manager, Samantha Davies worked closely with Haringey to drive this mindset change. She made sure that the council's strengths-based approach - building on what individuals can do, rather than what they can't - underpinned every aspect of its culture change.

Samantha and TSA colleagues began collaborating with Haringey to develop a new workforce structure for the council's digital care service. Rather than TSA coming in and taking charge, this collective process involved TSA embedding skills, language and techniques within the Haringey team so they could deliver sustainable change across their own TEC service model.

New roles, job descriptions and training sessions were created, and, crucially, a fresh way of working was born. The team moved to an operating model centred on relationships and outcomes for service users, not just transactions with them.

Tools and know-how

As part of the change process, Samantha Davies worked with the team to review current assistive technology policies against industry standards and rewrote them, developing a definitive best practice 'bible' for staff. She also supported the team to understand new procedures so they could cascade them amongst colleagues. The objective was to make sure everyone was aware of new tasks, and that they recognised why they had been introduced.

Training was also delivered to the team leaders so they were confident in every aspect of their roles. This included sessions on how to manage their new teams effectively. Several CPD accredited training courses focused on best practice TEC call handling, assessing and installing.

TSA also held six TEC awareness-raising sessions to educate a wide range of staff, from commissioners, social workers and occupational therapists to physios, reablement staff and even finance officers.

These virtual workshops introduced people to the referral and funding process and showed them real-life case studies, evidencing how TEC is changing people's lives day-to-day. Sessions were recorded and edited for Haringey to use as part of their ongoing learning and induction process.

In total, TSA trained over 100 staff members across a range of departments. On one occasion Samantha adapted the session to ensure it was fully accessible for a deaf member of staff who worked with two interpreters.

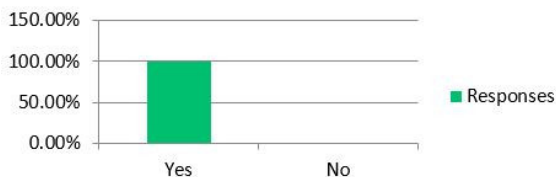
"Samantha helped with practical support for myself and the whole team, whether that was delivering training, designing courses, developing policies. She made sure the workshops were focused on our organisation, she really listened to where we were as an organisation and she focused on the art of the possible," explains Caroline

Benefits

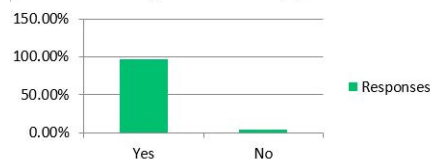
- Procedures and policies reviewed, updated and understood by team
- Training delivered so new team leaders feel confident in their roles
- Training has improved quality of call handling, assessment and installation
- Awareness sessions have developed the TEC knowledge of staff and increased referrals

Feedback

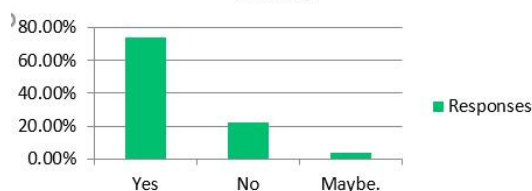
Did you find the awareness session informative?



As a practitioner, do you feel better equipped to share your knowledge and experience around AT within your team, your...



Are you more likely to make a referral to the Connected Care Service now?



“TSA helped us take a step back and take stock. People had been doing things in a certain way for a long time and TSA helped them realise the world is changing and these are the benefits to doing things differently.”

Ongoing development

Haringey's workforce development will focus on performance culture.

TSA is supporting the council to get the very best out of their care staff. They are looking at KPIs and reporting as well as management techniques to make sure that targets are met, referrals are speeded up and, above all, the personal needs and aspirations of individuals are met.

Need support?

Get in touch with the TSA Workforce Development team to discuss your training and workforce needs.

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